



United States
Department of
Agriculture

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Office of the
Assistant Secretary
for Administration

TO: Subcabinet Officials
Agency Heads

Office of
Human Resources
Management

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SUBJECT: USDA Diversity Recruitment Roadmap

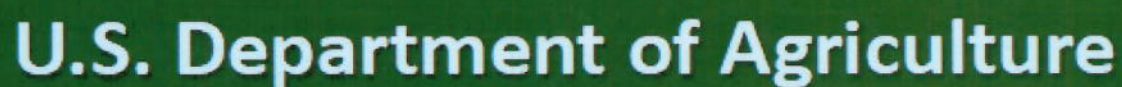
Recruiting and hiring a diverse, well-qualified workforce and building a workplace culture that attracts and retains top talent are among our highest priorities. As Secretary Vilsack has often said, this Department must strive to mirror the country we serve--every day in every way. I am pleased to forward a document strategically designed to help us achieve these goals, the *USDA Diversity Recruitment Roadmap*.

This Roadmap will enable us to maximize the hiring and retention of highly qualified employees in underrepresented groups. This framework is consistent with current White House Initiatives. It also reflects the Office of Personnel Management's emphasis on disability hiring as well as policy on diversity. Furthermore, it responds to actions that were called for during the Cultural Transformation Listening Sessions. Feedback from employees gathered during the Listening Sessions, as well as our own data about hiring, retention, and promotion, demonstrate that continuing with the status quo and existing policies is inadequate. Implementing the principles outlined in this Roadmap will position USDA not only for current challenges, but to meet future challenges as well.

The Roadmap will also ensure that USDA not only conducts appropriate activities, but that it sets goals, tracks results, holds leaders and supervisors accountable. We will closely monitor our progress and make improvements to the plan as we work together to ensure that our diversity, recruitment, and retention programs are meeting USDA workforce diversity goals. It is only through these efforts that USDA will be able to achieve the results that are needed in diversity and in transforming the culture to better serve our customers and meet the needs of our employees.

I ask each of you to not only implement this roadmap within your organization, but expand upon it with mission-specific activities and timelines to ensure diversity recruitment program success and leadership accountability. Because of the importance of achieving diversity throughout USDA, OHRM will be reporting our progress to the Secretary on a quarterly basis. Thank you for working closely with us to achieve these important goals.

Attachment



FY 2011-2012 Diversity Road Map

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Diversity Road Map

Purpose:

A core goal of the USDA Cultural Transformation initiative is to recruit, hire, retain and promote a diverse, high-performing workforce which is a key component of USDA's Workforce and Succession Planning document. This document, the *Diversity Road Map*, will further define USDA's strategic focus to cultivate a diverse and inclusive work environment that ensures equality of opportunity and inclusion through national policy development, diversity programs, workforce analysis, and education and training to best serve our customers and key stakeholders. USDA is committed to recruiting and retaining a high-performing workforce that represents the diversity of the nation we serve.

While every recruiter, human resources office, hiring official, agency, and staff office has a role to play in reaching our diversity goals, the leadership of USDA has primary responsibility for achieving and maintaining workforce diversity. This document will serve as a Road Map and a springboard for USDA leadership to establish viable diversity recruitment programs within their organization that include the goals outlined as well as specific mission areas agency and staff office goals and accountability measures for success.

The specific objectives of the Road Map are to:

- Ensure leadership accountability for hiring and retaining a diverse workforce in USDA.
- Demonstrate results of implementing the Department's workforce planning, succession planning, and position management strategies, and capture opportunities to hire and retain a diverse workforce.
- Provide premier diversity experiences via special observance, training and education to managers and supervisors to influence changes in attitudes and behaviors.
- Target prospective applicant pools more effectively while building our prospective inquiry pools, increasing the number of appropriate contacts for further communication.
- Identify the most effective means of reaching our prospective diverse applicant pools for hire, retention, and promotion.
- Reassess and ultimately enhance the quality and the One-USDA message in our informational resources, including but not limited to our printed materials, on-line resources and outreach efforts, as well as through social media opportunities.
- Identify key themes our recruitment efforts should convey about USDA in order to best highlight our strengths and distinguish us from our competitors.
- Articulate our goals to the USDA workforce and gain their support as ambassadors in our efforts.

- Recognize programs and individuals for exceptional contributions toward reaching USDA diversity recruitment and retention goals.

The Diversity Road Map

USDA's Road Map will have specific goals, activities, and timelines, organized around the following components:

1. Leadership Accountability and Commitment
2. Outreach and Partnership
3. Recruitment and Hiring
4. Retention and Promotion
5. Diversity Training and Awareness
6. Employee Development and Recognition

1. Leadership Accountability and Commitment:

A diverse workforce is critical for any organization that seeks to improve and maintain a competitive advantage. Focusing on diversity and looking for ways to achieve an inclusive environment is not just a "nice to have" objective, it makes good business sense. A diverse workforce offers greater productivity and a competitive edge. Diversity improves the quality of our workforce and offers a higher return on our investment in human capital. USDA's future depends on the quality of employees we recruit today. New employees often consider an organization's diversity efforts when deciding whether to accept or reject an employment offer. Potential candidates are usually more attracted to employers that are committed to sustaining a diverse workforce. Moreover, diverse perspectives increase creativity as they offer different perspectives, ideas, and solutions.

More importantly, successful development of a diverse organization is significantly different from increasing the percentage of minority representation. It requires leadership from the top to commit to the recruitment, retention, development, and support of underrepresented candidates and to learn about and educate others about, the value that each employee brings to the workforce and to improve the understanding of, and appreciation for, different backgrounds and cultures. The leadership must educate and promote that this is of strategic value and is in the best long-term interest of the organization.

Goal: Ensure leadership accountability for hiring and retaining a diverse workforce in USDA mission areas, agencies and staff offices.

Activities:

- Each mission area, agency and staff office must identify a Diversity Ambassador preferably the Deputy Administrators for Management or another Executive to provide executive leadership and oversight. The Diversity Ambassador shall act for the agency administrator who is the senior leader responsible for the transformation of USDA workforce and oversight in their respective agencies.
- Each agencies will establish and maintain Special Emphasis Working Groups serving as advisory councils for targeted groups:

- Asian American and Pacific Islanders
 - Blacks
 - Persons with Disabilities
 - Hispanics
 - Lesbian, Gay, Bisexual and Transgendered
 - Native Americans
 - Veterans
 - Women
- All Senior Executive Service (SES) members will incorporate specific diversity accountability measures in their Mission Results element of their performance plan. Such measures will be based on their organization's current diversity profile and should emphasize specific initiatives or improvements. OHRM, Executive Resources Division (ERD) will strengthen the narrative Civil Rights performance element in the Department-wide SES performance plan template. OHRM ERD will establish instructions for the Performance Review Board to consider hiring results and diversity reports when considering SES ratings, salary increases and bonuses.
 - Agencies will incorporate in performance plans diversity goals in the performance standards of every supervisor/manager with hiring authority.
 - Agencies will provide quarterly reporting to OHRM's Recruitment & Diversity Division on Professional Development, Attrition, Accession, Rewards, Retention and Disciplinary (PAARRD) actions, by Race, National Origin, Gender (RNOG) and Disability for all employees including students and career interns.
 - The Secretary's Executive Resources Board (ERB) as established in March 2010 will evaluate USDA's SES merit staffing/hiring processes to ensure agencies focus on attracting diverse candidate pools to achieve adequate representation.
 - Agencies will conduct workforce analysis to identify areas of underrepresentation at all grade levels and occupations, with emphasis on positions in the SES, supervisory and managerial ranks, and mission critical occupations.
 - Agencies will use End-of-Year funds to develop initiatives for underrepresented groups as necessary to enhance professional development.

Timelines:

- OHRM will establish and set expectations for the Diversity Ambassador position by the end of 1st quarter 2011.
- Agencies will ensure reports of activities of the Diversity Ambassador are received by OHRM by 1st quarter 2011.
- OHRM will ensure SES standards are established for the 2011 performance cycle.
- Agencies will begin quarterly reporting by the end of 1st quarter 2011 to be received within 10 days after the quarter ends.

- OHRM will establish ERB processes by the 2nd quarter 2011.
- OHRM will establish workforce analysis templates by end of 1st quarter 2011.

2. Outreach and Partnership:

Outreach and partnership is a key and essential element of a successful diversity program. The outreach and partnership efforts must be focused on underrepresentation regardless of the bases of race, color, religion, gender, national origin, age, and/or disability. In addition, all outreach and partnership initiatives must be focused on internal and external entities.

Goal: Provide strategic diversity outreach and partnership initiatives to hire and develop a skilled and diverse workforce to meet the needs of USDA.

Activities:

- OHRM will establish national partnerships with Federally Employed Women (FEW) and the Federal Asian Pacific American Council (FAPAC) and additional affinity groups such as the American Association of People with Disabilities (AAPD), American Legion, Asian American Government Executive Network (AAGEN), Blacks In Government (BIG), Federal Managers Association (FMA), League of United Latin American Citizens (LULAC), Lesbian, Gay, Bisexual and Transgendered (LGBT), National Image Inc., Society of American Indian Government Employees (SAIGE), and Student Veterans of America (SVA) to support and assist our diversity efforts in hiring, retention, training and the advancement of USDA's workforce (see appendix F).
- OHRM will establish partnerships between OHRM and USDA employee associations to identify common approaches to meet USDA's diversity goals.
- OHRM and agencies will provide outreach and funding to minority-serving institutions via Hispanic Associations of Colleges and Universities (HACU), Historically Black Colleges and Universities (HBCU), the Washington Internships for Native American Students (WINS), the Conference on Asian Pacific American Leadership (CAPAL), Asian American and Native American Pacific Islander (AANAPISI), 1890, 1862, 1994 institutions, Thurgood Marshall Scholarship Fund, and other similar organizations / programs, intern programs, and other new and existing programs (see appendix G).

Timelines:

- OHRM will establish partnerships with National Image Inc. and LULAC by 2nd quarter 2011.
- OHRM will establish remaining partnerships by 3rd quarter 2011
- OHRM will establish partnerships with USDA employee organizations by 2nd quarter 2011.
- OHRM and agencies will establish plans and set aside funding for minority serving institutions by 1st quarter 2011.
- OHRM and agencies will complete programs and funding by 4th quarter 2011.

3. Recruitment and Hiring:

As of 3rd quarter FY 2010, USDA hired a total of 24,865 new employees. However, we remain underrepresented in the following groups: White Women, Hispanics, Asian Women, Pacific Islanders and Individuals with Targeted Disabilities. In order to remain at the forefront of Human Capital Management, it is imperative that we continue to aggressively pursue and cultivate a diverse workforce. This can be done through targeted recruitment initiatives from underutilized/underrepresented groups as determined by quarterly reporting and Management Directive (MD) 715. In addition, we must explore new avenues of recruitment and the utilization of special hiring authorities, as well as find new venues to market our talent acquisition messages.

Goal: Provide strategic diversity recruitment and hiring initiatives to attract and develop a skilled and diverse workforce to meet the needs of USDA.

Activities:

- OHRM will update the policy for, and implement the Referral Bonus Award Program to include, in addition to hard-to-fill jobs, recruitment of individuals from underrepresented groups, veterans, and the disabled.
- OC, OHRM and agencies will develop strategic marketing recruitment tools and advertisement of employment opportunities to attract underrepresented populations.
- OHRM and agencies will establish strategies and implement programs to target recruiting efforts based on Civilian Labor Force deficits per MD 715 by agency and where appropriate, Agency by major geographic location (see appendix (A to E-1).
- Agencies will publish information on their workforce by Race National Origin, Gender (RNOG) and Disability with attention to grades GS-13 through SES.
- Agencies will survey demographics data on a quarterly basis to stay abreast of current demographics trends.
- Agencies will establish and implement strategies and programs as well as quarterly reporting requirements to increase hiring of people with disabilities and veterans to meet the intent of the Executive Order on hiring peoples with disabilities.
- Agencies will develop and implement strategies that result in the maximum use of hiring authorities/flexibilities (see appendix H/I).
- Agencies will conduct quarterly meetings to review data and impact of recruitment and hiring strategies with the Workforce Recruitment Program, Veterans' Programs and Special Emphasis Program.
- Agencies will develop and implement a hiring plan for the 2011 Summer Intern Program and the 2011 Presidential Management Fellow program that will reflect the diversity needs of USDA.

Timelines:

- OHRM and agencies will implement the Referral Bonus Award Program in the 1st quarter 2011.
- Agencies will establish strategies to target recruiting efforts by the end of 1st quarter 2011.
- Agencies will begin conducting quarterly meetings with program supervisors and managers for Veterans and People with Disabilities during the 1st quarter 2011.
- Agencies will examine trends in these reports and determine next steps by the end of 3rd quarter 2011.
- OHRM and agencies will implement strategic marketing recruitment tools by the end of 2nd quarter 2011.
- OHRM and agencies will develop strategies to effectuate underrepresentation by 1st quarter 2011.
- OHRM and agencies will increase the use of existing hiring authorities/flexibilities to achieve results and report data quarterly by 1st quarter 2011.
- OHRM and agencies will report weekly (during summer intern months) on the diversity of the USDA Summer Interns.

4. Retention and Promotion:

The quality of supervision employees receive is critical to employee retention rates. People leave managers and supervisors more often than they leave companies or jobs. It is not enough that the manager is well-liked or a nice person. A supervisor, who is skilled at employee retention, knows that the quality of the supervision is the key factor in employee retention.

Goal for Retention: Provide quality leadership training to managers and supervisors on retention strategies, wellness and work life balance.

Goal for Promotion: Provide career opportunities and resources for career development through mentoring, coaching and Individual Development Plans.

Activities:

- Agencies will establish baseline information regarding retention of employees in underrepresented groups.
- Agencies will track data regarding the hiring and retention of employees in underrepresented groups.
- Agencies will establish baseline information regarding promotion of employees in underrepresented groups and populations.
- Agencies will track data regarding the promotion of employees in underrepresented groups.
- Agencies will monitor results and action items associated with the Employee View Point survey to identify possible areas that address the retention of a diverse workforce.

- Agencies will conduct exit survey/interview with every individual who leaves a position to assess barriers to retention.
- OHRM will implement on-boarding in the 1st quarter 2011 which provide surveying of new hires at 30 days and 90 days, and upon their anniversary date.
- OHRM will develop an on-line exit survey for Department-wide implementation as of the 1st quarter FY 2011.

Timelines:

- OHRM and agencies will conduct manager/supervisor retention training by 2nd quarter 2011.
- Agencies will provide reports on retention and promotion of underrepresented groups to OHRM on a quarterly basis beginning with the 1st quarter 2011.
- Agencies will draft a detailed retention and promotion proposal by end of 1st quarter 2011.

5. Diversity Training and Awareness:

When an organization fails to give value to diversity and incorporate it into the culture of the organization, the organization will struggle in today's working environment. Diversity training and awareness allows an organization to take advantage of many ideas and opinions to keep them competitive. Diversity training and awareness focuses on a comprehensive range of qualities other than race and gender. A diversified working environment contributed to developing effective working relationships with individuals from varied backgrounds. We are a multi-cultural society and failing to give credibility and respect to the many diverse individuals and the value they bring to an organization limits the productivity of that organization. Diversity in an organization respects and values the unique differences and similarities of individuals. It recognizes that every individual has qualities that they bring to the table. These values, background and experiences create a truly diversified environment. Therefore, training and awareness along with recognition is an imperative to celebrating diversity.

Goal: Articulate our diversity training and awareness goals to the USDA workforce, act as ambassadors in our efforts, and recognize programs and individuals for exceptional contributions.

Activities:

- OHRM will provide training on fundamentals to enable Special Emphasis Program Managers (SEPMs) to perform detailed workforce analysis regarding diversity.
- Agencies will conduct diversity training for all USDA employees.
- OHRM and agencies will plan and execute a National USDA Multicultural Day to be held in the Washington Metropolitan Area and in the field locations where USDA employees are employed to celebrate diversity and inclusion.
- OHRM will establish a new category for Honor Awards that recognizes accomplishments in diversity and recruitment. Diversity "appreciation and advancement" and recruitment are different and should be recognized separately.

- OC, OHRM and agencies will establish a multi-faceted communications plan utilizing social media to ensure USDA leaders, supervisors, and employees understand USDA's commitment to diversity and accountability.

Timelines:

- OHRM will complete the SEPM Training by the end of 2nd quarter 2011.
- Agencies will plan diversity training by the end of 2nd quarter 2011.
- OHRM and agencies will plan and implement a Multicultural Day by the end of 4th quarter 2011.

6. Employee Development and Recognition:

Employee development is crucial for the growth and prosperity of any organization as employees are one of the determining factors for the success of the organization. The more capable and qualified the employees, the more effective and efficient the organization becomes. Employee development programs are essential to improve morale as well as to motivate the employees to perform well. Employees like to learn new skills and meet challenges and they are more motivated when they feel there is great potential for personal growth. When the organization shows interest in employee development, the employee naturally has a greater interest in the organization's development.

Goal: Provide training opportunities for developing employees and their mentors.

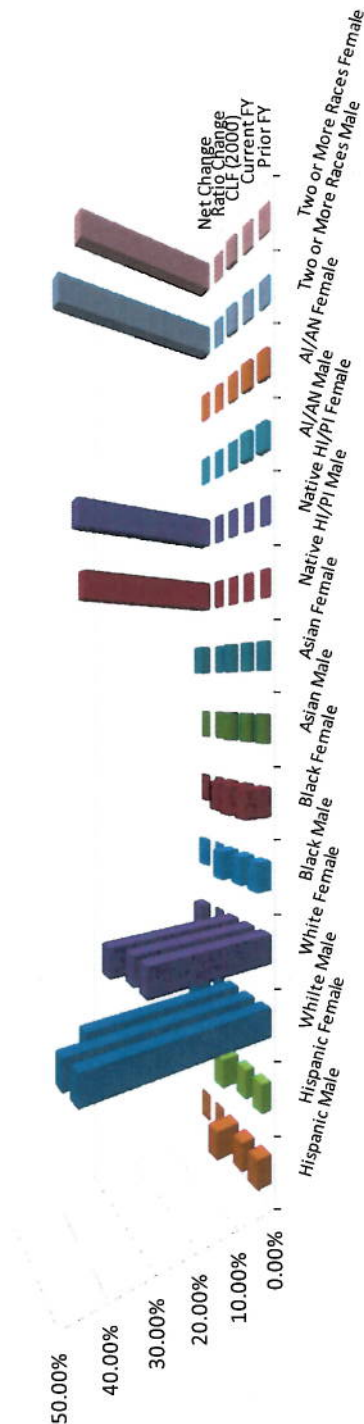
Activities:

- OHRM and agencies will track the participation rate of underrepresented groups who have Individual Development Plans through AgLearn and the Virtual University.
- OHRM and agencies will track the participation rate of underrepresented groups who have mentors through AgLearn and the Virtual University.
- OHRM and agencies will track the participation rate of underrepresented groups who have coaches through AgLearn and the Virtual University.
- OHRM and agencies will track the participation rate of underrepresented groups who participate in developmental details through NFC.

Timelines:

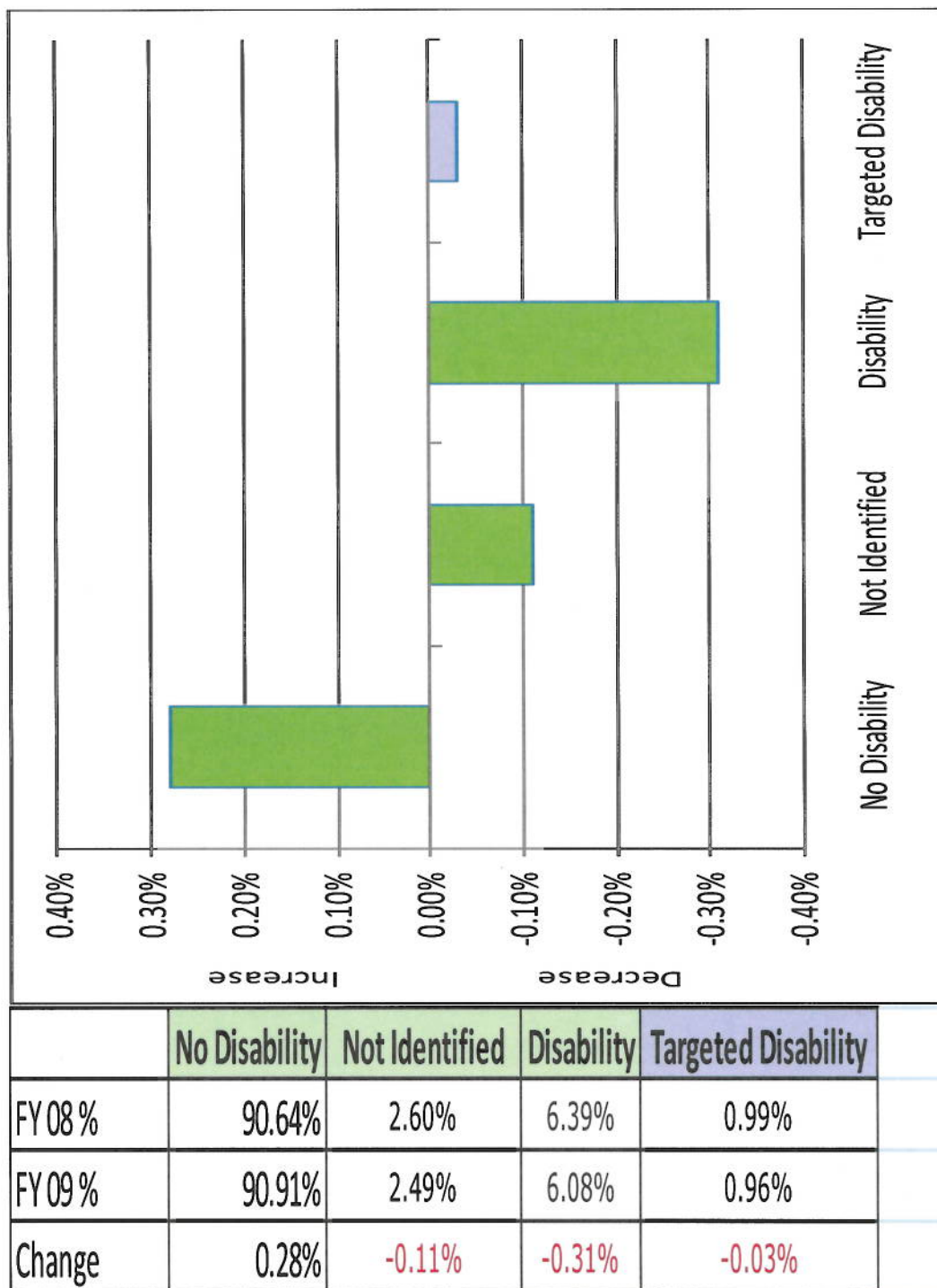
- Agencies will establish processes and tools to report on the Diversity Road Map activities by 1st quarter 2011.
- Agencies will provide reports on all of these activities to OHRM on a quarterly basis beginning with the 2nd quarter 2011.
- OHRM and agencies will examine trends in these reports and determine next steps by the end of 3rd quarter 2011.
- OHRM will develop the Virtual University communication plan by the end of 1st quarter 2011.

FY 2009 Workforce - Distribution by Race/Ethnicity and Sex

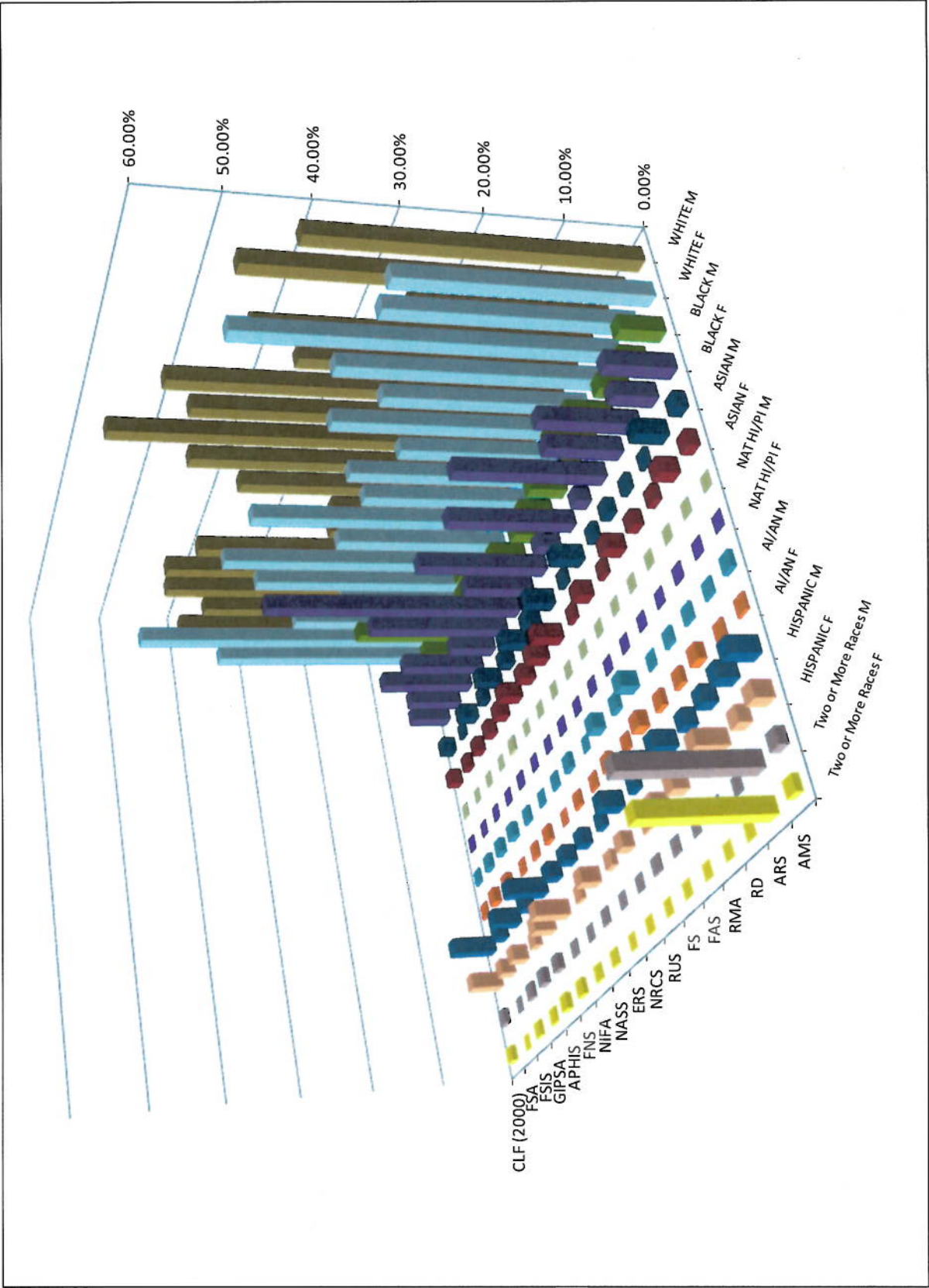


	Prior FY	Current FY	CLF (2000)	Ratio Change	Net Change
Hispanic Male	3.76%	3.44%	6.20%	-0.32%	-6.36%
Hispanic Female	2.50%	2.34%	4.50%	-0.15%	-3.87%
White Male	45.83%	46.52%	39.00%	0.70%	4.04%
White Female	31.19%	31.17%	33.70%	-0.01%	2.44%
Black Male	3.79%	3.73%	4.80%	-0.06%	0.82%
Black Female	7.16%	6.95%	5.70%	-0.21%	-0.57%
Asian Male	1.64%	1.60%	1.90%	-0.04%	0.00%
Asian Female	1.19%	1.19%	1.70%	0.00%	2.29%
Native HI/PI Male	0.07%	0.09%	0.10%	0.02%	34.25%
Native HI/PI Female	0.04%	0.05%	0.10%	0.01%	35.71%
AI/AN Male	1.33%	1.24%	0.30%	-0.08%	-4.04%
AI/AN Female	0.94%	0.91%	0.30%	-0.03%	-0.83%
Two or More Races Male	0.31%	0.42%	0.80%	0.11%	40.38%
Two or More Races Female	0.25%	0.33%	0.80%	0.08%	35.02%

FY 2009 Workforce Distribution by Disability



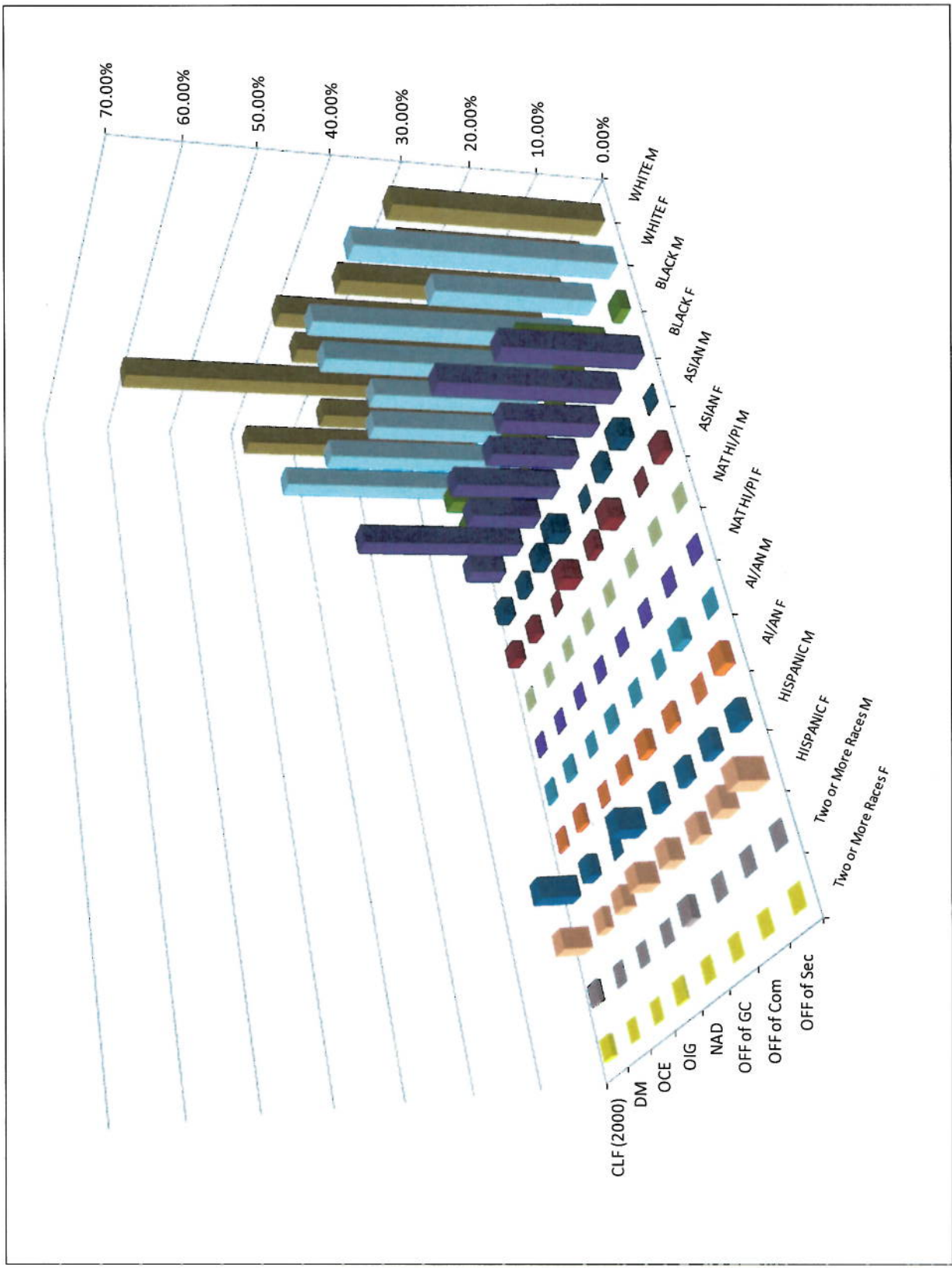
USDA Workforce Composition by Agency



USDA Workforce Composition by Agency

	AMS	ARS	RD	RMIA	FAS	FS	RUS	NRCS	ERS	NASS	NIFA	FNS	APHIS	GIPSA	FSIS	FSA	CLF (2000)
WHITE	M 41.25%	47.15%	25.76%	43.50%	36.56%	51.56%	47.47%	56.83%	45.58%	37.91%	24.02%	22.87%	40.37%	43.77%	42.84%	36.41%	39.00%
	F 31.96%	31.53%	47.91%	34.15%	26.89%	31.84%	21.52%	26.74%	23.32%	36.98%	24.02%	38.53%	32.87%	19.29%	24.89%	46.12%	33.70%
BLACK	M 5.75%	3.51%	4.03%	6.10%	6.56%	1.95%	5.06%	4.38%	3.49%	4.82%	7.81%	5.91%	3.64%	17.66%	6.15%	3.02%	4.80%
	F 8.75%	5.68%	12.86%	9.96%	19.84%	2.00%	17.09%	3.20%	17.69%	9.55%	35.44%	19.57%	6.35%	11.72%	13.26%	7.61%	5.70%
ASIAN	M 1.57%	4.19%	0.59%	0.81%	1.31%	0.96%	4.11%	0.79%	4.02%	2.22%	3.60%	1.77%	3.42%	1.19%	2.58%	0.48%	1.90%
	F 1.48%	2.66%	0.99%	1.42%	2.79%	0.72%	2.22%	0.66%	4.02%	2.78%	2.10%	2.99%	1.77%	1.34%	1.30%	0.98%	1.70%
NAT HI/PI	M 0.00%	0.04%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%	0.00%	0.00%	0.00%	0.00%	0.36%	0.00%	0.03%	0.00%	0.10%
	F 0.00%	0.04%	0.11%	0.00%	0.00%	0.00%	0.00%	0.04%	0.00%	0.09%	0.00%	0.00%	0.10%	0.00%	0.01%	0.00%	0.10%
AI/AN	M 0.63%	0.27%	0.40%	0.41%	0.16%	2.36%	0.63%	1.67%	0.00%	0.65%	0.30%	0.15%	0.42%	0.89%	0.83%	0.68%	0.30%
	F 0.36%	0.36%	1.12%	0.61%	0.66%	1.43%	0.32%	0.82%	0.27%	0.37%	0.00%	0.61%	0.34%	0.15%	0.90%	0.96%	0.30%
HISPANIC	M 3.82%	2.58%	1.90%	1.63%	3.11%	4.65%	0.95%	3.07%	0.80%	1.48%	1.80%	1.92%	5.59%	1.63%	3.90%	1.68%	6.20%
	F 2.47%	1.66%	4.20%	1.42%	2.13%	2.27%	0.32%	1.64%	0.80%	2.69%	0.60%	4.83%	3.06%	1.04%	2.26%	2.06%	4.50%
Two or More Races	M 1.21%	17.00%	0.04%	0.00%	0.00%	0.16%	0.32%	0.03%	0.00%	0.19%	0.00%	0.15%	0.83%	0.89%	0.53%	0.00%	0.80%
	F 0.90%	16.00%	0.07%	0.00%	0.00%	0.06%	0.00%	0.07%	0.00%	0.28%	0.30%	0.69%	0.84%	0.30%	0.50%	0.00%	0.80%

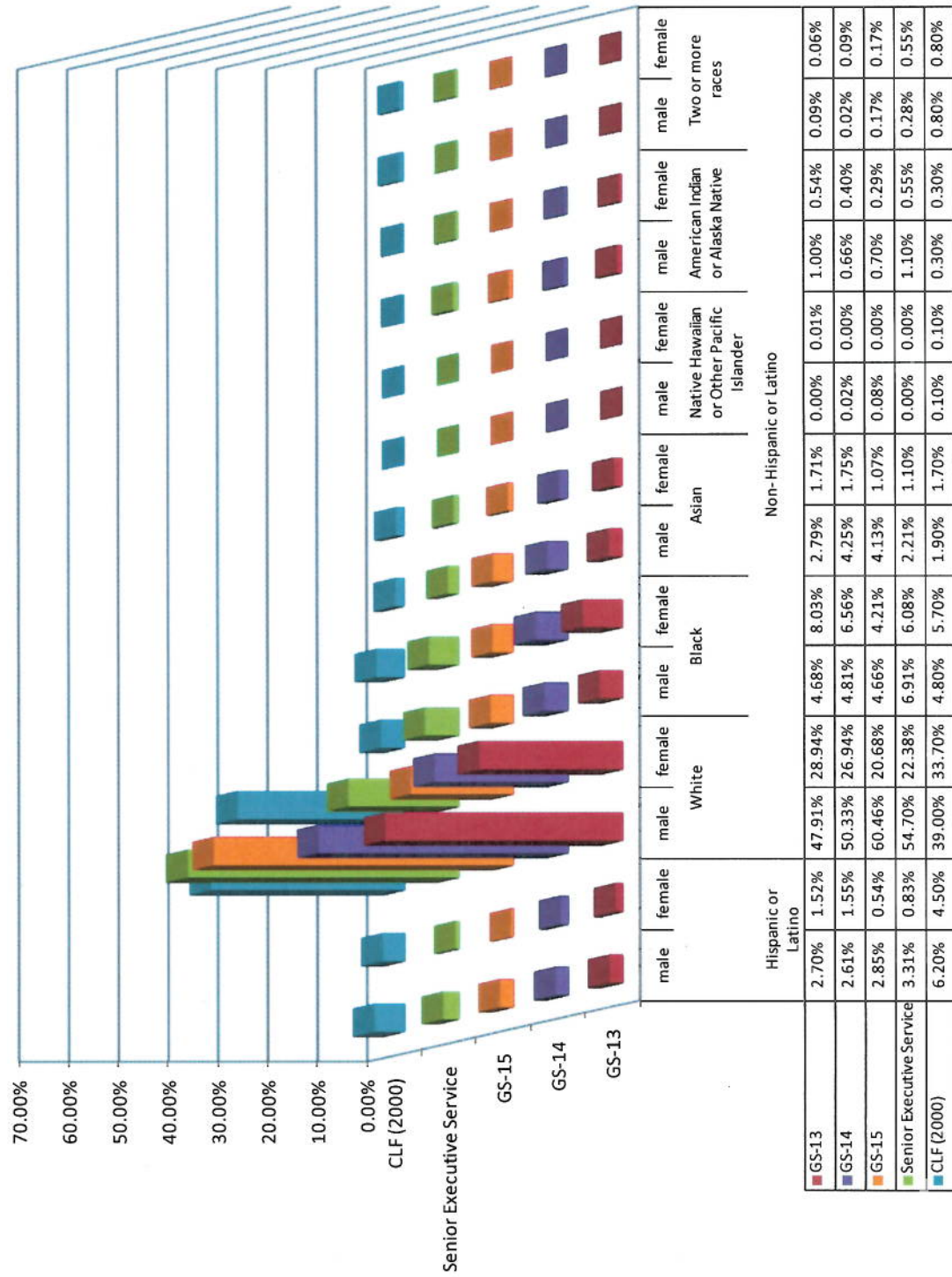
USDA Workforce Composition by Office



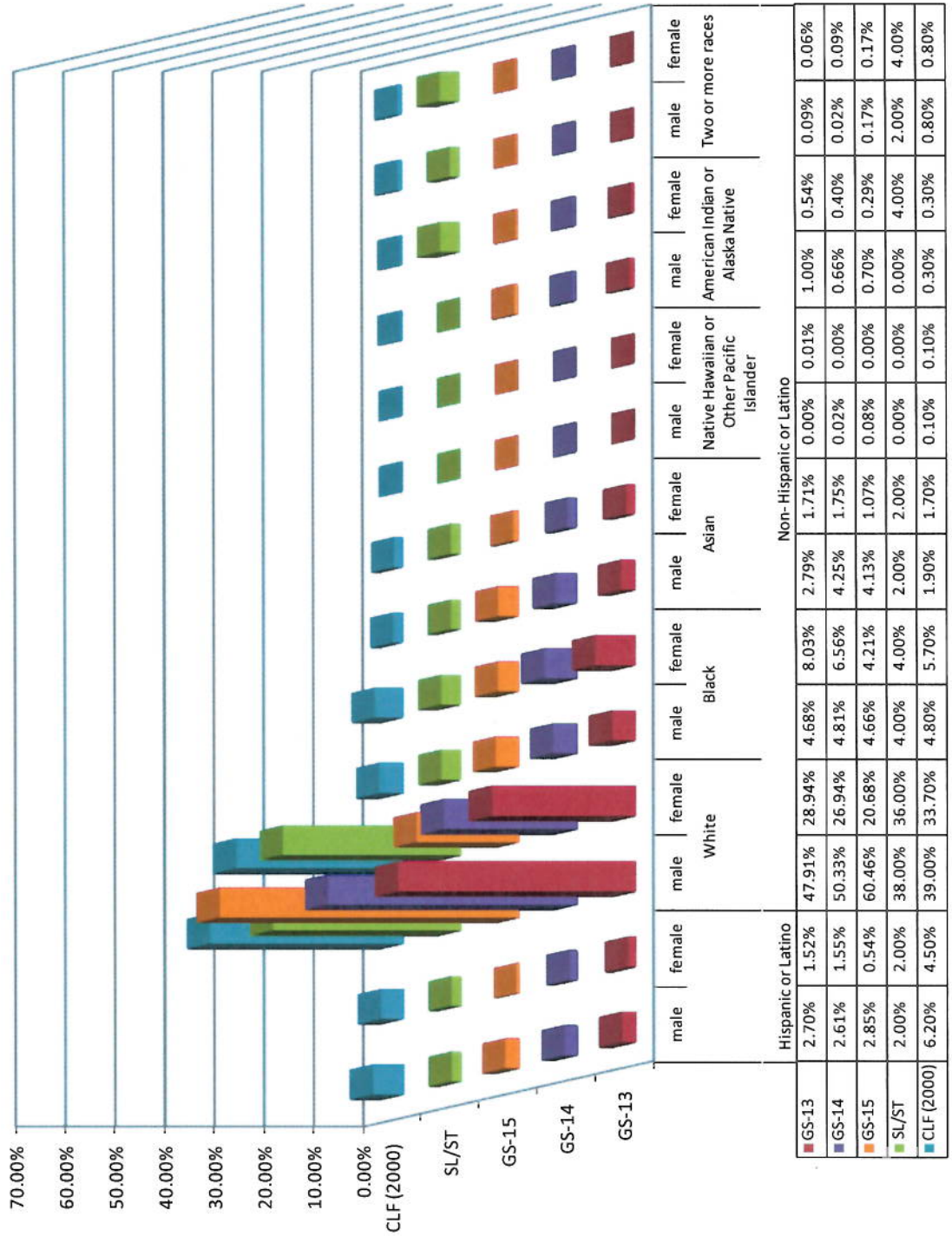
USDA Workforce Composition by Office

		OFF of Sec	OFF of Com	OFF of GC	NAD	OIG	OCE	Dep ADM	CLF (2000)
WHITE	M	31.51%	28.05%	34.49%	41.57%	36.95%	61.11%	28.66%	39.00%
	F	38.36%	24.39%	39.87%	35.96%	26.27%	24.07%	28.66%	33.70%
BLACK	M	1.37%	13.41%	4.11%	2.25%	6.13%	0.00%	10.11%	4.80%
	F	20.55%	26.83%	14.56%	13.48%	16.29%	11.11%	26.06%	5.70%
ASIAN	M	0.00%	2.44%	1.27%	0.00%	2.98%	1.85%	1.20%	1.90%
	F	1.37%	0.00%	2.53%	1.12%	2.98%	0.00%	1.23%	1.70%
NAT HI/PI	M	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
	F	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
AI/AN	M	0.00%	1.22%	0.00%	0.00%	0.35%	0.00%	0.42%	0.30%
	F	1.37%	0.00%	0.63%	1.12%	0.53%	0.00%	0.70%	0.30%
HISPANIC	M	1.37%	1.22%	0.95%	1.12%	4.03%	0.00%	1.62%	6.20%
	F	4.11%	2.44%	1.58%	2.25%	3.15%	1.85%	1.27%	4.50%
Two or More Races	M	0.00%	0.00%	0.00%	1.12%	0.00%	0.00%	0.07%	0.80%
	F	0.00%	0.00%	0.00%	0.00%	0.35%	0.00%	0.00%	0.80%

USDA Diversity Demographics Data GS-13 to SES



USDA Diversity Demographics Data GS-13 to SL/ST



National Employee Organizations

American Legion: The American Legion was chartered and incorporated by Congress in 1919 as a patriotic veterans organization devoted to mutual helpfulness. It is the nation's largest veteran's service organization, committed to mentoring and sponsorship of youth programs in our communities, advocating patriotism and honor, promoting a strong national security, and continued devotion to our fellow service members and veterans.

Asian American Government Executive Network (AAGEN): AAGEN was founded in September 1994, is a 501(c)3 non-profit, non-partisan organization of the highest ranking Asian Pacific American career and appointed executives, foreign service officers, legislative and judiciary members, and military officers in the Federal, state, and local governments. The mission of AAGEN is to promote, expand, and support Asian Pacific American leadership in the Federal, State and Local governments.

The American Association of People with Disabilities (AAPD): AAPD is a 501 non-profit organization in Washington, DC. which advocates for the legal rights of people with disabilities. The AAPD was founded on July 25, 1995 as a result of the organizational planning of Paul Hearne, Senator Bob Dole, John Kemp, Justin Dart, Tony Coelho, Pat Wright, Jim Weisman, Lex Frieden, Sylvia Walker, Paul Marchand, Fred Fay, I. King Jordan, Denise Figueroa, Judi Chamberlin, Bill Demby, Deborah Kaplan, Nancy Bloch, Max Starkloff, Mike Auberger, Neil Jacobson, Ralph Neas, Ron Hartley and others.

Black In Government (BIG): Blacks In Government (BIG) is a national grass roots organization that promotes and supports the well-being, education, and professional development of African Americans in the Federal, State, County and municipal sectors. BIG is a national response to the need for African Americans in public service to organize around issues of mutual concern and to use their collective strength to confront workplace and community problems.

Federal Asian Pacific American Council (FAPAC): FAPAC is an organization that promotes equal opportunity and cultural diversity for APAs within the Federal and District of Columbia governments. FAPAC encourages the participation and advancement of APAs in the Government work force.

Federally Employed Women (FEW): Federally Employed Women (FEW) is a private membership organization working as an advocacy group to improve the status of women employed by the Federal government and by the District of Columbia government.

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League of United Latin American Citizens (LULAC): LULAC is the largest and oldest Hispanic Organization in the United States. LULAC advances the economic condition, educational attainment, political influence, health and civil rights of Hispanic Americans through community-based programs operating at more than 700 LULAC councils nationwide. The organization involves and serves all Hispanic nationality groups.

Lesbian, Gay, Bisexual and Transgender (LGBT): The Community of LGBT (Lesbian, Gay, Bisexual, and Transgender) Centers exists to support the development of strong, sustainable LGBT community centers and to build a unified center movement.

National Image Inc: IMAGE was originally founded in 1972 to address the needs of Hispanic employees in the federal government. Later, however, the membership saw a need to expand their activities to serve the needs of Hispanics outside the Federal government. The new organization, National Image, expanded its activities to increase its impact on employment, education and civil rights.

Society of American Indian Government Employees (SAIGE): A national organization that serves the needs of American Indian (AI) and Alaska Native (AN) government employees, SAIGE provides a forum to address the challenges of American Indian Tribes and government work community.

Student Veterans of America (SVA): SVA is a coalition of student veterans groups from college campuses across the United States. Founded in January of 2008, SVA is a 501(c)(3) tax-exempt organizations that works to develop new student groups, coordinate between existing student groups, and advocate on behalf of student veterans at the local, state, and national level.

Minority Serving Institutions and Organization

Appendix G

Asian American and Native American Pacific Islander Serving Institutions (AANAPISI): The AANAPISI program provides grants to eligible institutions of higher education to enable them to improve their academic quality, increase their self sufficiency and strengthen their capacity to serve students. To meet the definition of an AANAPISI, an institution must have an enrollment of undergraduate students that is at least 10 percent Asian American and Native American Pacific Islander.

The Conference on Asian Pacific American Leadership (CAPAL): CAPAL is a 501(c)(3) charitable and educational organization dedicated to building leadership and public policy knowledge within the Asian Pacific American community. Its mission is to promote APA interests and success in public service careers, to provide information and education on policy issues affecting the APA community, and to serve the APA community at large.

Hispanic Associations of Colleges and Universities (HACU): HACU represents nearly 450 colleges and universities committed to Hispanic higher education success in the U.S., Puerto Rico, Latin America, Spain and Portugal. Although member institutions in the U. S. represent less than 10% of all higher education institutions nationwide, together they are home to more than two-thirds of all Hispanic college students. HACU is the only national educational association that represents Hispanic-Serving Institutions (HSIs).

Historically Black Colleges and Universities (HBCUs): HBCUs are institutions of higher education in the United States that were established before 1964 with the intention of serving the black community.

Thurgood Marshall College Fund (TMCf): TMCf member universities are a critical source of higher education for African Americans. More than eighty percent of all students enrolled in historically black colleges and universities attend TMCf member schools. Many public HBCU graduates have become leaders in the business, government and entertainment industries. However, few of these achievements would be possible without the support of the Thurgood Marshall College Fund. Ninety percent of all students attending public HBCUs require some form of financial assistance.

The Washington Internships for Native Students (WINS): WINS offers students of sovereign American Indian, Alaska Native, and Native Hawaiian (AI/AN/NH) nations the opportunity to build leadership skills while living, studying, and interning in Washington, DC. Developed in response to the White House Initiative on American Indians and Alaska Natives, this enriching program offers qualified students full scholarships funded by American University and sponsoring organizations. Participating students will gain professional work experience through interning at a federal agency or private firm, take courses focusing on Native American public policy concerns, and enjoy engaging social and cultural extra-curricular activities.

Land grant institutions are often categorized as 1862, 1890, and 1994 institutions, based on the date of the legislation that designated most of them with land grant status. Of the 106 Land-Grant institutions, all but two (the Community College of Micronesia, and Northern Marianas College) are members of the Association of Public and Land-Grant Universities (APLU) (formerly the National Association of State Universities and Land-Grant Colleges or NASULGC). The 31 tribal colleges of 1994 are represented as a system by the single membership of the American Indian Higher Education Consortium (AIHEC).

1862 Land Grant Colleges: The Morrill Act of 1862 was also known as the Land Grant College Act. It was a major boost to higher education in America. The grant was originally set up to establish institutions in each state that would educate people in agriculture, home economics, mechanical arts, and other professions that were practical at the time.

The land grant act was introduced by Vermont Congressman Justin Morrill. He envisioned the financing of agricultural and mechanical education and wanted to assure that education would be available to those in all social classes.

The Morrill Land-Grant Acts are United States statutes that allowed for the creation of land-grant colleges, including the Morrill Act of 1862 and the Morrill Act of 1890 (the Agricultural College Act of 1890).

1890 Land-Grant Institutions Grants Programs:

The 1890 land-grant institutions are historically black universities that were established under the second Morrill Act of 1890. The 1890 land-grant institutions programs are intended to strengthen research, extension and teaching in the food and agricultural sciences by building the institutional capacities of the 1890 Institutions, including Tuskegee University.

1994 Land Grant Institutions:

The 1994 Land Grant Institutions (1994s) are Native American tribally-controlled colleges and universities that were granted land-grant status under an Act of Congress in 1994. The 1994 Land Grant Institutions have missions to serve their consumers through higher education programs involving teaching, community outreach, and research. The 1994 Land Grant Institutions primarily serve Native American populations that are typically located in remote, underserved communities that lack access to higher education. They take special care to include cultural relevant curriculum and programs in their institutions so that Native American students and communities can take pride in their cultural and historical identity.

Hiring Authorities and Flexibilities

For Veterans:

Veterans' Recruitment Authority (VRA): Authority that gives agencies the discretion to appoint eligible veterans to positions in the Federal government without competition. Under this provision, veterans may be appointed to any grade level in the General Schedule through GS-11 or equivalent. Applicants must meet the basic qualifications for the position to be filled.

Veterans Employment Opportunity Act (VEOA): Allows eligible veterans to apply and compete for Federal employment under merit promotion procedures (inside the Federal government) when the agency is recruiting outside of its own workforce. Veteran's preference is not a consideration when selections are made for these appointments.

30 Percent or More Disabled Veterans: Veterans retired from active military service with a 30 percent or more disability, or who receive a service-connected disability rating of 30 percent or more from the Department of Veterans Affairs, may be appointed noncompetitively to a temporary or term appointment. There is no restriction to the grade levels for which a person may be hired into a position under this authority. Applicants must meet all qualifications for the position being filled. The agency may convert the employee, without a break in service, to a career or career-conditional appointment at any time during the employee's temporary or term appointments.

Disabled Veterans Enrolled in VA Training Programs: Disabled veterans eligible for training through the Veteran's Administration's (VA) Vocational Rehabilitation Program may enroll in training or work experience under an agreement between USDA and VA.

For Interns:

Federal Career Intern Program: This program enables agencies to recruit and attract exceptional individuals into a variety of occupations. It was created under Executive Order 13162 and covers positions at grade levels GS-5, GS-7, and GS-9 or other trainee positions. In general, individuals are appointed to a two-year internship. Upon successful completion of the internship, an intern may be eligible for permanent placement within an agency.

Presidential Management Fellows (PMF) Program: An Office of Personnel Management administered program that recruits outstanding graduate students (Master's and doctoral-level) from a wide variety of academic disciplines who have an interest in and commitment to a career in the analysis and management of public policies and programs. Agencies may appoint Presidential Management Fellows at the GS-9, GS-11, or GS-12 level (or equivalent).

For Students:

Student Educational Employment Program: This program provides the authority to appoint students in the excepted service under the Student Educational Employment Program. There are two components of the program: the Student Temporary Employment Program (STEP) and Student Career Experience Program (SCEP). These are special authorities under which agencies can use to appoint students who are enrolled or have been accepted for enrollment in at least a part-time schedule at an accredited institution. Appointment in the STEP program is not to exceed one year and may not be converted to term or permanent; however, students may be converted to a SCEP appointment. Individuals in the SCEP program may be non-competitively converted to term or career/career conditional appointments within 120 days of completing academic requirements. Students hired under SCEP may be granted tuition assistance by the hiring agency.

Schedule A for Persons with Disabilities:

Appointments of People with Disabilities: These appointments may be made on a temporary, time-limited (more than one year), or permanent basis in the excepted service. An individual may be appointed to any type of position and grade level for which qualified. An applicant must be certified as being disabled and as “job ready” by a licensed medical professional; a state or licensed vocational rehabilitation specialist; or a state or federal agency that provides disability benefits. If the individual is not certified as job ready, an agency may hire the person on a temporary appointment in order to determine job readiness. A person may be converted to a career-conditional or career appointment after successful completion of a minimum of two years of service on the job and demonstrating satisfactory performance.

Direct – Hire Authority:

Allows agencies to hire qualified candidates, after public notice has been given, directly into competitive service positions without conducting a formal rating and ranking process. Limited to occupations for which OPM determines there is a severe shortage of candidates or a critical hiring need. The occupations for which OPM has granted a government-wide direct-hire authority include:

- Medical Occupations (i.e. Medical Officer, Diagnostic Radiologic Technologist, Nurse, and Pharmacist);
- Information Technology Management (Information Security), GS-09 and above;
- Veterinary Medical Officers, GS-11 through GS-15;
- Positions involved in Iraqi Reconstruction Efforts that require fluency in Arabic or other related Middle Eastern languages.

Additional Options

Office of Personnel Management's People with Disabilities Shared Register:

In support of the Executive Order regarding Federal Employment of People with Disabilities, the Office of Personnel Management, in collaboration with the Chief Human Capital Officer Council has contracted with Bender Consulting Services, Inc. to populate a shared register of individuals with disabilities who have an interest in working for federal agencies and satisfy the requirements of positions federal agencies are frequently required to fill. Candidates will be individuals who satisfy the requirements of entry-level positions in contracting, finance/accounting, human resources, information technology, administration, engineering, legal and any other areas as directed by OPM. Individuals with work experience will also be directed to the register and identified as satisfying the requirements for experienced positions.

Varying Schedules: Varying work schedules such as part-time (which may include job-sharing arrangements), intermittent, and seasonal are viable options to manage a fluctuating and less than full-time workforce. The use of varying work schedules may attract applicants who prefer to work less than full-time.

Re-employing Annuitants: Retired government employees may, under the authority set forth in 5 U.S.C. 8344(i) and 8468(f) be re-employed in certain circumstances. Individual circumstances will dictate whether or not salary offset will apply. Waivers may be granted on a case-by-case basis.

Spouses and Widows/Widowers of Certain Military Members: May be appointed without competition to competitive service permanent, term, or temporary positions. Eligibility includes spouses who relocate with an active duty service member who is issued permanent change of station orders with authorization for dependent travel; spouse of an individual who retired or was discharged or released from active duty in the armed forces and has a disability rating of 100 percent; or the unmarried widow or widower of a member of the armed forces who was killed while on active duty. There is no grade level limit to this authority, but the appointee must meet all qualification requirements. Eligibility is limited for a maximum of two years from the date of the documentation of the qualifying event, and the agencies Interagency Career Transition Assistance Plan employee list must be cleared before an appointment can be made.

Former Peace Corps Staff: Agencies may noncompetitively appoint an individual who has completed at least 36 months of continuous, satisfactory service with the Peace Corps (as a staff member, not volunteer). The individual must have a certification from the Director of the Peace Corps that his/her service was satisfactory, and be appointed by the agency within three years after separation from the Peace Corps.

Former Peace Corps VISTA/Volunteers: Individuals who have satisfactorily served in the Peace Corps as a volunteer may be noncompetitively appointed to the Federal service within a one year period after completing his/her volunteer service. The one year period may be extended up to two more years for limited reasons, such as military service or study in an accredited educational institution.